

**MANAGEMENT & TRAINING CORPORATION  
ARIZONA STATE PRISON – KINGMAN**

**Corrective Action Plan**

To: Charles L. Ryan, Director Arizona Dept of Corrections

Thru: Odie Washington, Senior Vice President, MTC

Fr: Al Murphy, Vice President Regional Operations – MTC

Re: Corrective action plan to security assessment conducted 4-6 August 2010

Date: 17 August 2010

I and several other senior staff members of Management & Training Corporation have reviewed the security assessment audit of ASP Kingman. I have addressed each issue in the summary of the report. For ease of reference, I have tried to maintain each point of issue in the assessment in the order they appear. The following is our corrective action plan:

**Section Titled “Initial Tour”**

1. Issue – Large percentage of the inmate population (75%) without their identification cards and grooming compliance issues.

Action –MTC will reissue clips to all inmates by August 27, 2010 so that we can ensure they attach their ID cards to their person consistent with ADC Policy. We will ensure that inmates wear these ID cards displayed on their person in accordance with ADC policy.

In addition we will start to update inmate ID pictures whose appearance is seriously changed as we identify them. We will submit a request for waiver of ADC policy 901.05 to enable the facility staff to augment their identification processes by taking a digital photo of inmates whose appearance has changed pending a new ADC produced photo. We will work in collaboration with ADC to start to produce ID's on site in order to facilitate corrective action on ID issues.

2. Issue – The inmate attitude appeared to be poor.

Action – In a correctional setting, managers walking the yard and policy compliance often set a positive tone. We have implemented an aggressive process of supervisors and managers getting into the units to observe staff and inmate interaction. Immediately, senior leadership will be observing supervisor interaction techniques. In the immediate future corporate and outside resources are being deployed to further observe and retrain supervisors. We will implement an overall training and mentoring program designed to enhance staff understanding of ADC policy as well as their role in managing inmates and their behavior.

3. Issue – Unit Sanitation was very good

Action – No action required

4. Issue - DO 704/cell conditions were adequate but there was a large amount of cardboard and hobby craft items in the cells.

Action – MTC will ensure that all excessive hobby craft and cardboard items are removed from cells. We will continue to do daily inspections to ensure continued compliance. Supervisors will continue to provide routine follow-up inspections to ensure the officer clearly understands what is expected.

5. Issue - Staff morale was high. The unit is staffed with a high percentage of new staff and lack a “command presence”

Action – Officers develop a command presence through enforcement of rules while receiving the support and guidance of supervisors. MTC will reinforce training in the corrections basics such as proper attire, movement and counts. Mentoring will take place with supervisors and managers who will subsequently train and guide by example.

6. Issue – Staffing and or/collapsing of posts is not an issue.

Action – No action required.

**Section titled – “Alarm Zone System”:** Issues identified in this section addressed in subsequent sections of this document.

**Section titled “Perimeter”:**

7. Issue - The perimeter is in fair condition. It is regularly raked and weeded. It is difficult to see tracks. MTC staff report that the wind blows the sand away each time they replace it.

Action – MTC will consult with a soils expert to help determine most appropriate soil and stabilizer for the conditions and desired results. Stakes will be positioned at regular intervals around the perimeter near the ported cable to measure the depth of the soil. Stakes would be observed and recorded monthly on the maintenance work order by maintenance staff to determine if additional soil needs to be brought in. Additional soil will be brought in when soil depth is less than manufacturer's recommendations.

We also will supply the perimeter vehicles with high intensity lights for night time use.

8. Issue - The procedures in place for shift relief are ineffective and detrimental to security. It leaves the perimeter unmanned for extended periods of time.

Action – MTC has added static and mobile posts to both units at ASP Kingman. We have increased the static and mobile posts at the Hualapai unit from 1 X 24hrs to 4 X 24hrs. In addition, we have increased the Cerbat unit from 1 X 16 hrs to 2 X 24 hrs. This additional coverage will allow us to flex replacement officers without leaving a perimeter unstaffed.

In addition, we will place clearing barrels at the static points of the perimeter. This will allow us to have the relief officer driven to the static post and trade out weapons and equipment without the post officer leaving the geographic area of their posts. The four vehicles on the perimeter will have set points of relief which will leave all four sides of the medium perimeter covered.

We will do the same at Cerbat unit with the two mobile posts. We will place separate clearing barrels for trade out. In addition, the SE and SW security posts at Hualapai have visual contact with two of Cerbat's perimeter sides. These changes will be accomplished within two weeks of acceptance.

9. Issue – CO's are inadequately trained on response to alarm procedures. The Post order need to be more detailed.

Action – Post orders will be reviewed and updated as suggested. Completion will be by August 31, 2010.

The redrafted post orders which shall be specific as to how to respond to alarms and how to clear the alarms. Post orders will also describe the process for checking zones during each shift, addressing zone alarms and clearing zone alarms. Verification will be required by the Chief of Security. Zone alarms will be checked immediately (within one minute) and cleared within three minutes.

We will have supervisors increase current amount of post order challenges to institutionalize the practice. These will consist of going on the perimeter posts and querying the officer on the post orders to ascertain whether he knows what to do.

We will ensure that security challenges are done by shift supervisors and the Duty Officer so that Officers know how to find security breaches and how to clear them. We will re-train the perimeter officers in their procedural response.

10. Issue – At the time of the escape only one perimeter patrol was in place.

Action – MTC has enhanced the terms of the original contract by implementing four static/mobile posts for every 24 hour period on the Hualapai perimeter instead of the original one static/mobile post for every 24 hour period. We also intend on placing a perimeter observation shack on the 11 foot berm located in the South East corner of the perimeter, (located at zone 10 where the escape happened). This post will have a good view of the perimeter at a height that will be able to scan the area where the outside intrusion happened. We will place a vehicle with the post so that the Officer will also be able to respond to alerts as needed.

11. Issue - CO's even in the days following the escape, failed to detect tracks or to challenge team members presence on the perimeter. This did improve by Day 3 of our assessment.

Action – MTC has initiated aggressive management perimeter intrusion and detection tests. These tests challenge the system in a way that simulates a perimeter intrusion. Officer alertness and reactions are evaluated for appropriateness and speed of response. There has been a significant improvement in response.

Inner and outer fence checks will be performed at the beginning and end of each shift. A staff member will be assigned to walk next to the four strand barbed wire fence on the

inside of the perimeter and a staff member will be assigned to walk next the exterior fence. Staff will inspect for cuts in the fence, loose ties and tracks in the sand trap.

12. Issue – the malfunctioning alarm system has led to desensitization to alarm activations. Staff assumes it is just another false alarm.

Action – There are excessive alarms on the Hualapai unit. Th

MTC will make sure the buried cable system is working the way the manufacturer's intended by 1 Sep 2010. MTC will consult with a soils expert to help determine most appropriate soil and stabilizer for the conditions and desired results. Stakes will be positioned at regular intervals around the perimeter near the ported cable to measure the depth of the soil. Stakes would be observed and recorded monthly on the maintenance work order by maintenance staff to determine if additional soil needs to be brought in. Additional soil will be brought in when soil depth is less than manufacturer's recommendations.

As an interim measure, we have commenced spreading 500 tons of dirt on the cable system area. Erosion (wind primarily), has scraped off the top level of dirt. This has caused the system to go into alarm excessively. Placing this dirt over the wire should make the system less likely to go into alarm easily because:

- A. It will not alarm as readily when a small animal or heavy winds vibrate the fence.
- B. The heat of the day will not sensitize the buried cable as readily which also should cut down on false alarms.

The manufacturer, Senstar of Canada, will be in to recalibrate the system. They will also install audible alarms in the control room and replace any parts necessary (i.e. decouplers and any other diagnostics required). MTC will enter a contract for future preventive maintenance, repair and training for IT staff.

13. Issue: There is too much traffic, (pedestrian and vehicular) in close proximity to the perimeter.

Action – See Action 14.

14. Issue: There is one section of perimeter road that is shared use section. It is traveled by the perimeter vehicles and civilian and staff traffic en route to the Cerbat unit.

Action – By August 31, 2010, MTC will redirect traffic to Cerbat on the unpaved county road directing all staff and visitor traffic due west from the entrance to Hualapai and then south along the west side of the warehouse linking to the paved Cerbat access road. This creates a separate entrance to Cerbat.

As a permanent solution MTC will pave a road that comes off English Road approximately 100 yards west of the existing facility entrance. This road will connect from English road onto the parking lot entrance road at Cerbat. This will create a separate entrance point for Cerbat and eliminate the shared traffic on the perimeter road. We will contract for services by Aug 31, 2010.

We will then set up blocking gates on the existing road to Cerbat so that only emergency traffic would be allowed to use it.

We will put a “cow” fence along the Cerbat public use road so as to further separate vehicles and pedestrian traffic from the perimeter road.

15. Issue - Drainage ditches have been rocked in. They look visually pleasing but create a barrier to sound security practices. An inmate could hide in the ditch while the perimeter patrol passed and could go undetected.

Action – Rock has been placed in drainage ditches on the inside of the perimeter to stop soil erosion. Culverts will be buried to drain the water around/under the perimeter and fill in areas where inmates could hide.

16. Issue – Staff are not proficient with weapons. In addition to safety concerns this also further delays the relief process.

Action – All staff have been trained in the safe use of weapons and have been issued weapon cards consistent with ADC policy. We will work to keep a permanent cadre of perimeter officers so that this group will have more team uniformity, more familiarity with perimeter procedures and better security equipment capability.

17. Issue – Large amounts of cardboard are stored in no-man’s land for the recycling program.

Action – The cardboard has been removed and will be cleared daily. Inmates moving cardboard will be escorted at all times with the area secured after activity.

18. Issue - Eight (8) light poles were noted with lights burned out.

Action – All lights, including high mast, were in the process of being checked on 13 Aug 2010. All lights will be operable by 20 August 2010. There will be a nightly inspection and submitted for next day repair.

**Section titled “count”**

19. Issue – Count is cleared by the accountability officer or the Shift Lieutenant. Housing unit officers call in their numbers only. They do not call in out counts or vacant beds. If the number they give does not match for a pod, they are directed to do a recount. Every count monitored by the team resulted in pods that had to be recounted.

Many of the officers did not effectively control inmate movement during count.

Action – MTC will utilize and report out counts and vacant beds during the count process. Officers will be retrained to better understand what is expected of them during count, what is expected of the inmates and observe command presence from those in command. We have assigned supervisors to take count with the officers. This issue will be addressed and revised immediately.

**Section Titled “Armory”:**

20. Issue – the armory was out of compliance in several areas. Ammunition and inventory deficiencies were noted.

Dart Equipment and drill procedures are also out of compliance. Weapons are stored loaded and drills are not being conducted regularly.

Action – Plan includes the following:

- The Master Armory Inventory has been posted on the outside of the inner armory door. This includes the inventories of Tower, DART lockers and regular use weapons areas. This inventory will also reflect the actual location of the weapons.
- The Post Order will be updated to reflect the current Department Order this coming week.
- A complete inventory was conducted and reconciled on August 13, 2010.

- A monthly and weekly inventory was conducted including breaking the seals per the Department Order.
- Beginning August 2010 the Complex Sergeant will conduct a weekly count and once per month the Complex lieutenant and Deputy Warden of Operations will conduct a count.
- All armory weapons were inspected to verify they are stored empty. Since the Information Report about the weapons malfunction, all weapons were exchanged. The weapon that malfunctioned has been repaired.
- Dart exercises will be conducted monthly. The process will include the use of the 37mm during practice and not substitute with the shotgun.
- The four employees out of 233 staff that had expired weapons qualification cards were out on either FMLA (2), Military Leave(1) and one was a no show with corrective action taken. All are scheduled for Wednesday, August 18, 2010

#### **Section titled "Inmate Movement"**

21. Issue – Our team was not able to monitor typical inmate movement patterns due to the unit lockdown.

Action –

While the Unit is still in modified lockdown but the actions that will be taken as we come off the lockdown will be this.

- We will eliminate the direct supervision model in the units. One officer will be assigned to the Control Station. The officer will utilize it as a control station and not as an open work station. The officer will observe the floor officer from this station and control movement.
- We will lock pod doors and not allow movement of inmates between pods. If we discover an inmate in another pod, he will receive a disciplinary report.
- The outside building door will be closed. It will open for controlled movements. Free movement between the yard and the building will be eliminated.
- Inmates will be required to wear and display their ID in a manner consistent with ADC policy.



- Passes will be required to send inmates to areas outside the general movement times.
- Random pat searches of inmates will be increased with Officers in particular assigned to search inmates coming out of the dining hall.

#### **Section titled "Ingress/Egress"**

22. Issue – Employees appeared to be surprised by the searches of their property. Team's belief is that procedures were lax prior to our arrival

Action – The chief of security will be responsible for ensuring consistent implementation of procedures in compliance with DO 513.

#### **Section titled "Searches"**

23. Issue - Unit was in compliance for cell and unit searches.

Action – none required

24. Issue – Inmate pat searches are not being conducted. Warden Lieder reports that random pat searches of inmates exiting chow are required but are not being done. Seeing no pat searches being done, I asked an officer if he conducted random pat searches of inmates exiting chow. He said . . . "pat searches a couple of inmates every 30 minutes."

Action –Supervisors will ensure the officers perform random pat searches leaving the dining hall effective immediately.

#### **Section titled "Keys":**

25. Issue -Overall the key audit was in compliance. One key error was noted and corrected on the spot.

Action - Generally, key control at the facility is good. A separate set of restraint keys will be placed in the Transportation hot box to eliminate taking home any restraint keys as recommended.

#### **Section titled "tools":**

26. Issue - Tool audit was in compliance.

Action – none required.

**Section titled “journals”:**

27. Issue – MTC uses a pre printed journal page. The team felt that these forms could easily be “pencil whipped” and lead to officer complacency for reporting required duties.

Action – MTC does use a template for journal pages. This was adopted from several States that use them to ensure that reporting is standardized from Officer to Officer and that the required elements are contained. Reviewing supervisors ensure that staff do not “pencil whip” or fill in the template areas on the form without completing the actions.

MTC will end the use of the preprinted Journal.

**Section titled “Phone Monitoring”:**

28. Issue - MTC does not have an SSU Officer in place. The shift lieutenant does act as SSU when possible and he monitors phone calls as time permits.

Action – MTC will parcel out some of the special security unit (SSU) duties to the night time lieutenant or designee.

One of the issues that also came out was that Cassie Welch had not been barred from Privileges after MTC caught her attempting to smuggle in drugs.

That is accurate and the practice of not barring someone from phone contact to gather “Intelligence” has ended.

**Section titled “Visitation”:**

29. Issue – No issues noted.

Action – none required

**Section titled “Emergency Response Plan (ERP)”:**

30. Issue - Kingman’s ERP is a very generic plan. Also our team was told on numerous occasions that private prison staff may not “chase” an escapee.

Action – MTC will review and revise the current ERP plans, with the assistance of corporate and outside experts, to ensure that they are adequate.

Emergency simulation training will be conducted quarterly on each shift. These training sessions will be monitored and evaluated by security managers and simulations deploying the facility Tactical Support Unit (TSU) will be conducted at least annually and will be monitored and evaluated by senior security managers holding a higher rank than that of the TSU commanders. The results of all emergency simulation training sessions will be documented. In addition, all equipment necessary to maintain essential lighting, power, and communications during an emergency will be tested at least monthly and the results documented in a written report to the warden and the ADC monitor. It is MTC's desire to conduct joint training exercises with the ADC and other Federal, state and local law enforcement units, who may respond in support of an emergency, so that they are thoroughly familiar with the physical plant and the organizational structure and communications systems.

MTC will collaborate with the Mojave County Sheriff's Department and ADC monitoring office to prepare a training session for managers and supervisors which reinforces parameters of our authority to protect the integrity of our perimeter and stop escapees with lethal force if necessary.

#### **Section titled "Transition from Minimum Custody to Medium Custody":**

31. Issue – It appears that very little action was taken to prepare the physical plant and the staff for the transition to medium custody in April of 2010.

Action – MTC accepts this assessment will address those issues as listed below.

32. Issue - The dog program was left in place in the area behind Dorm 2 with a 10 foot fence that had no razor wire. Staff reports that the door was often left open. . . .

Action – The K9 adoption program has been terminated at ASP Kingman, the fence has been taken down and all doors are secured. Inmates are not be allowed access to restricted areas.

33. Issue – All 3 yards within the unit recreate at the same time.

Action – Upon resumption of normal operations the new schedule for recreation will reflect the following practice on a rotating basis. We will work a schedule of recreation where these two yards recreate at one time and then the 3<sup>rd</sup> yard by itself.

Dorms 1, 5 and three pods of dorm 3 (ABC) 0830 - 1030

Dorms 2, 4 and three pods of dorm 3 (DEF) 1330 – 1530

The yards are well separated by fencing, especially the north from the south yards.

34. Issue – Metal dust mops, mop wringers and metal horse shoes are still being used.

Action – We are processing replacement orders and expect these items will be replaced by August 31, 2010 in the medium unit.

35. Issue – Shower curtains do not allow for any staff visibility. They should be shortened to allow for “feet visibility.”

Action – We will shorten shower curtains for visibility by August 27, 2010.

36. Issue – The sweat lodge is in the no man’s land. It is currently being renovated to increase fence height and to add razor wire.

Action – MTC completed the renovations however, MTC has suspended the program until it can be relocated outside of the restricted area. This is expected to be relocated by September 30, 2010.

37. Issue – No additional or follow up training has been done with MTC staff to assist with the transition of populations.

Action – MTC has identified corporate staff and outside consultants to provide training to staff and to assist with the transition of the facility to medium security population by August 31, 2010

38. Issue – Nothing has been done to reduce movement. Radio traffic for opening gates is constant and keeps the tower and/or control room officer focused on gate and doors versus perimeter alarms and inmate monitoring.

Action – Upon resumption of normal operations, we will implement restricted inmate movement, create passes for extraordinary movement. Staff will be instructed to use the annunciator buttons for ingress/egress purposes.

39. Issue – Random pat searches of inmates are not being done.

Action – Upon resumption of normal operations, a new system of random searches and ID checks will be implemented. This will include pat frisking inmates coming out of the

dining room, random pat frisks as inmate's transition from housing units to service units and on the return trip.

**Section titled "Assessment of MTC Executive Staff":**

MTC executive staff have read this section and discussed it with executive level staff from ADOC. We have completed our corrective action plan.

**Section titled "Carat unit":**

40. Issue – Unit sanitation was excellent.

Action – None required

41. Issue – Many inmates were seen without wearing their identification cards.

Action - MTC will reissue clips to all inmates by August 31, 2010 so that we can ensure attach their ID cards to their person consistent with ADC Policy. We will ensure that inmates wear these ID cards displayed on their person at all times except when they are on the recreation yard.

In addition we will start to update inmate ID pictures whose appearance is seriously changed as we identify them. We will submit a request for waiver of ADC policy 901.05 to enable the facility staff to augment their identification processes by taking a digital photo of inmates whose appearance has changed pending a new ADC produced photo. We will work in collaboration with ADC to start to produce ID's on site in order to facilitate corrective action on ID issues.

42. Issue – There are several fence ties that need to be painted red.

Action – A crew will be sent out by August 31, 2010 to address any ties that are not spot painted red.

43. Issue – Several piles of dirt are located behind the buildings in the no man's land.

Action – Will finish spreading dirt by August 31, 2010.

44. Issue - Visitation benches are not secured and could be used to assist in climbing fences.

Action – ASP Kingman will chain the benches together when not in use.

45. Issue – Awning/shade structure parts were stored in no man's land.

Action – We will finish construction of the shade structure ASAP. The foundations have been poured. The foundations will be significantly set to begin fabrication by August 31, 2010. Fabrication should take two weeks to finish all of them.